



Influence of Emotional Intelligence on Job Satisfaction: Moderating Effect of Organisational Commitment

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Abstract

Job satisfaction has received much attention as a positive HRM requirement. Tanzania has made several efforts to enhance job satisfaction by fostering commitment, improved performance and ultimately leading to higher production. Even with the efforts made, empirical studies reveal that job satisfaction levels of staff in the public sector are generally low and unsatisfactory, consequently triggering an increase in labour turnover and low performance. Extant studies have yet to cover all the factors influencing job satisfaction. Thus, the current study examined the influence of emotional intelligence on job satisfaction, with organisational commitment as a moderating variable. A correlational research design was employed, and a simple random sampling technique was used to select 108 respondents from a target population of 148 employees. Data were analysed using Structural Equation Modelling (SEM). The findings reveal that interpersonal skills positively affect normative commitment ($\beta=0.244$), job satisfaction ($\beta=0.156$), and affective commitment ($\beta=0.303$) but negatively impact continuance commitment ($\beta=-0.29$). Empathetic response shows positive effects on normative commitment ($\beta=0.353$), continuance commitment ($\beta=0.39$), and job satisfaction ($\beta=0.123$), yet negatively affecting affective commitment ($\beta=-0.105$). Mood regulation and self-awareness also demonstrate significant impacts, with internal motivation positively influencing job satisfaction ($\beta=0.211$) and affective commitment ($\beta=0.144$) but negatively affecting normative commitment ($\beta=-0.252$). Based on the findings, there is a need to deliberately consider performance management of emotional intelligence to improve job satisfaction and increase commitment.

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1.0 Introduction

Since the 1990s, emotional intelligence (EI) has become a significant field of study, mainly due to its impactful outcomes for employees (Doğru, 2022). Emotional intelligence is strongly associated with successful personalities (Shoukat, 2023). Hence, effective emotional management is essential for HR personnel and employees alike. It helps to strengthen organisational commitment, enhance productivity and efficiency, retain the best talent, and inspire employees to perform at their highest level (Shetty, 2002; Mwita & Mrema, 2023). Emotional intelligence is a psychological concept that enhances individuals' overall quality of life (Soriano-Vázquez et al., 2023). Indeed, emotional intelligence involves recognising and understanding one's emotions, grasping their significance, and recognising their effects on others. It also includes the skill to sense and interpret other people's emotions (Chauhan, 2020; Sfetcu, 2023). Individuals with high emotional intelligence often enjoy more robust relationships, manage conflicts more effectively, handle stress better, and exhibit superior decision-making and leadership abilities (Pradeep, 2024). Emotional intelligence significantly influences creativity, engagement and employee well-being (Sivanthinathan *et al.*, 2023). Emotional intelligence is theoretically connected to organisational performance and individual factors such as job satisfaction. However, despite having high emotional intelligence, some individuals are satisfied with their jobs, while others are not (Chiva & Alegre, 2008). Empirical research shows that employees with high levels of emotional intelligence report higher job satisfaction (Pimentel & Pereira, 2022). For instance, conflict management significantly impacts the relationship between emotional intelligence and job satisfaction. It implies that emotionally intelligent nurses may experience higher job satisfaction, partly due to their ability to manage conflicts effectively (Vázquez *et al.*, 2023). Employees' commitment to their jobs is strongly influenced by their emotional intelligence, job satisfaction, and the reward system. Therefore, low job satisfaction, inadequate emotional intelligence, and a poor compensation system will undoubtedly hurt employees' dedication to their roles (Elayan *et al.*, 2023). A study by Othman *et al.* (024) revealed that developing the emotional intelligence of first-line nurse managers can improve organisational commitment and job satisfaction, subsequently enhancing healthcare outcomes. Consequently, Employee dissatisfaction can harm an organisation's productivity, leading to unfavourable attitudes and subpar performance (Jahan *et al.*, 2023a).

Empirical studies (e.g., Chirayath & Bhandari, 2022; Kassim *et al.*, 2016; Charlin & Mohammad, 2023; Shukla & Srivastava, 2016; Deb *et al.*, 2023; Perera, 2021; Vratskikh *et al.*, 2016; Da Camara *et al.*, 2015; Saleem *et al.*, 2017; Abebe & Singh, 2023; Suleman *et al.*, 2020; Asvio *et al.*, 2019) particularly in Eastern and Western countries have been conducted on emotional intelligence, job satisfaction and organisational commitment. For instance, Da Camara *et al.* (2015) studied the relationship between employees' perceptions towards organisational emotional intelligence and their turnover intentions, focusing on the mediating effects of organisational commitment and job satisfaction. Saleem *et al.* (2017) investigated the relationship between leadership styles and organisational commitment, focusing on how emotional intelligence and organisational support moderate this relationship. A study by Asvio and Yamin (2019) reported that emotional intelligence indirectly influences organisational commitment through its impact on job satisfaction. Despite many studies on emotional intelligence, job satisfaction and organisational commitment, there is a need for studies on the influence of emotional intelligence on job satisfaction, with organisational commitment as a moderating variable. Therefore, the current study examined the influence of emotional intelligence on job satisfaction, with organisational commitment as a moderating variable. Understanding the role of organisational commitment in moderating the nexus between emotional and job satisfaction is paramount to increased efficiency and effectiveness. It will give practitioners and policymakers insights into managing human resources (HR) in modern organisations. Academically, the study will contribute to theoretical understanding by highlighting the influence of emotional intelligence on job satisfaction, with organisational commitment as a moderating variable. Organisational commitment can strengthen the relationship between emotional intelligence and job satisfaction. When employees exhibit a high commitment to their organisation, it positively influences how emotional intelligence impacts job satisfaction.

2.0 Theoretical Premises

The concept of emotional-social intelligence was first presented by Ruven Bar-On in 1988. Bar-On suggests that emotional-social intelligence comprises a range of interpersonal and personal aptitudes, skills, and capacities. When these components are combined, they have an overall effect on a person's conduct (Norboevich, 2020). Emotional intelligence synthesises cognitive abilities encompassing personality, health, and comprehensive well-being (Singh, 2019). The essential components of emotional intelligence (EQ) that lead to effective performance are stress

management, adaptability, intrapersonal and interpersonal skills, and mood maintenance (Bar-On, 2006). Bar-On sees emotional intelligence as a dynamic system comprising interrelated emotional and social competencies. These skills have a significant influence on how people act and function. Emotional intelligence is assessed using five scales: decision-making, stress management, interpersonal skills, self-expression, and self-perception. There are fifteen sub-scales in Bar-On's emotional intelligence framework, including self-actualisation, assertiveness, independence, emotional expressiveness, emotional self-awareness, and interpersonal relationships (Nazeer & Gafar, 2021; Faltas, 2017).

On the other hand, when Daniel Goleman published his influential book "Emotional Intelligence" in 1995, he was credited with popularising the concept of emotional intelligence (Singh *et al.*, 2019; Rong & Yusu, 2020). Goleman (1995) identified five components of emotional intelligence in his research: These include, self-awareness, empathy, self-regulation, social skills and motivation (Arshad *et al.*, 2017). The terms "emotional" and "intelligent" carry various meanings. Emotion refers to a psychological state linked to an individual's sentiments, thoughts, behavioural tendencies, and level of happiness or sadness (Fida *et al.*, 2021). The five dimensions of Goleman's emotional intelligence model appear to significantly influence employees' job performance (Ramli & Novariani, 2020). Employees with high emotional reasoning make decisions while considering their and others' emotions, thus reducing distress and increasing job satisfaction (Sen, 2019a). The model also indicates that emotional intelligence significantly impacts job satisfaction (Abebe & Singh, 2023c). Emotional competencies are not innate but learned abilities that require cultivation and development to achieve exceptional performance.

Furthermore, the nexus between emotional intelligence, job satisfaction and organisational commitment falls under Goleman's and Barron's Model and is also explained by the Affective Event Theory (AET), developed by Weiss and Cropanzano (1996). The theory posits that specific aspects of work, such as autonomy, affect employees' emotional and mood experiences, subsequently influencing their job satisfaction. According to AET, job satisfaction is an evaluative judgment that primarily drives cognitive-based behaviours, whereas emotions and moods are more predictive of affective-based behaviours (Wegge *et al.*, 2006). The effects of emotional workplace experiences can be positive or negative, depending on the surrounding circumstances. Job

characteristics such as skill variety, task significance, task identity, and job autonomy influence employees' motivation.

Additionally, a strong sense of enthusiasm and effectiveness in their roles is significantly impacted by the relationships, support and care received from colleagues and supervisors. The quality of co-worker interactions plays a crucial role in job satisfaction and performance. Recognition and praise for their work increase job satisfaction and performance (Okeke *et al.*, 2016). In conclusion, both Goleman's and Bae-On's models and the Affective Event Theory reveal that emotional intelligence influences job satisfaction. Thus, these models and the theory were linked to study the influence of emotional intelligence on job satisfaction, with organisational commitment as a moderating variable.

3.0 Empirical review

3.1 Emotional intelligence and Job satisfaction

Four dimensions of emotional intelligence, self-awareness, self-management, social awareness, and relationship management positively impact job satisfaction (Aktharsha, 2019). Social skills exhibited the strongest correlation, while self-awareness displayed the weakest correlation with employees' job satisfaction. The study findings revealed a notably substantial correlation between managers' emotional intelligence and employees' job satisfaction (Abedi, 2016). There is a significant relationship between self-motivation, empathy, social skills, and job satisfaction among Anglican clergy members (Akpevweoghene & Jamabo, 2022). The three components of job satisfaction, affective, cognitive, and behavioural, were positively correlated with empathic behaviour (Iyeke, 2020). Abdu and Nzilano (2018b) investigated employees' moods and emotions as imperatives for perceived job satisfaction in a multinational organisation in Nigeria. The study concluded that employees' moods significantly impacted job satisfaction. Enhanced emotional intelligence correlates with improved job performance, increased job satisfaction, and heightened employee engagement within the workforce (Charlin & Mohammad, 2023b). In today's workplace, emotional intelligence and job satisfaction are highly valued ideas that provide a competitive advantage in both personal and organisational aspects (Galal *et al.*, 2023b). Drawing from the above discussion, the following hypotheses were used to test emotional intelligence and job satisfaction.

H₁: There is a positive relationship between interpersonal skills and job satisfaction.

H₂: There is a positive relationship between empathetic response and job satisfaction.

H₃: There is a positive relationship between mood regulation and job satisfaction.

H₄: There is a positive relationship between self-awareness and job satisfaction.

H₅: There is a positive relationship between internal motivation and job satisfaction.

3.2 Moderating role of Organizational Commitment

Several observations are made regarding the moderating role of organisational commitment: Emotional intelligence did not significantly affect job satisfaction and organisational commitment. Emotional intelligence might play a minor role in environments with low job satisfaction and organisational commitment. (Ramamoorthy *et al.*, 2020). Emotional intelligence is significantly and positively related to organisational commitment (Oweidat *et al.*, 2023; Theng *et al.*, 2020; Rahiman *et al.*, 2020; Letam, 2017; Adhiyasa, 2021; Amjad, 2018). Emotional intelligence enhances employees' job satisfaction and organisational commitment and is crucial for helping them manage both psychological and physiological stress. Emotional intelligence also improves job performance (Onyebuchi *et al.*, 2021). Emotional intelligence positively and significantly impacts organisational commitment, specifically affective commitment. This suggests that employees with higher levels of emotional intelligence exhibit greater degrees of affective commitment (Lama *et al.*, 2023). A mild positive correlation between job satisfaction and organisational commitment indicates that improving job satisfaction can enhance employee commitment. A study by Abdulhamid (2021) shows that employees primarily exhibit continuance commitment, followed by normative and, lastly, affective commitment. Generally, employees exhibited positive emotional intelligence, even though this study did not find it to impact job satisfaction and organisational commitment significantly. Drawing from the above discussion, the following hypothesis was used to test the moderating effect of organisational commitment on emotional intelligence and job satisfaction.

H₆: Organisational commitment has a moderating effect on the relationship between emotional intelligence and job satisfaction.

4.0 Methodology

The study used correlational research design, which is used to investigate the relationships between two or more variables within a single group, and these relationships can be examined at various levels (Devi, 2022; Mwita, 2022a). Moreover, the study used a quantitative approach, which focuses on objectivity as a critical advantage of this approach, making it particularly effective when quantitative data can be collected on specific variables and inferences can be drawn from study groups or selected samples of a population (Mwita, 2022b; Pandey et al., 2023). The study population comprised 148 employees from Mbeya City Council-Tanzania. A sample of 108 employees was generated using a simple random sampling technique. Data were collected using a standardised questionnaire. The questionnaire was chosen for its effectiveness in gathering information from diverse individuals, groups, and organisations (Taherdoost, 2022). The structured format of questionnaires facilitates standardised data collection, organisation, and analysis, making the data particularly advantageous for quantitative research.

The benefits of the structured format of questionnaires include accessibility, cost-effectiveness and the ability to reach a broad and diverse population, providing researchers with an efficient way to obtain comprehensive insights (Kuphanga, 2024). The data were analysed predominantly using structural equation modelling (SEM). Structural equation modelling is a statistical technique to examine the relationships between observed and latent variables. Observed variables are those directly measured during data collection, while latent variables are inferred from the observed variables, as they cannot be measured directly (Civelek, 2018). Additionally, SEM examined the influence of emotional intelligence on job satisfaction, with organisational commitment as a moderating variable through the utilisation of construct, latent variable. The researcher employed Cronbach's alpha to determine the reliability of the research scales. The results showed varying coefficients for the variables: emotional intelligence had 0.763, organisational commitment had 0.720 and job satisfaction had 0.861. This test indicates good internal consistency among the measured items, suggesting that the items in the researcher's test reliably measure the same underlying construct.

Furthermore, ethical considerations should be prioritised during the study design phase. Addressing these ethical issues and challenges in alignment with the research strategy ensures the

maximum impact of the study (Rana *et al.*, 2021). In the present study, ethics were effectively observed with the consideration of informed consent, anonymity, and confidentiality.

5.0 Findings

This section presents the results and interpretations derived from the questionnaire responses. It examines the interrelationships between emotional intelligence, organisational commitment, and job satisfaction and the underlying factors contributing to these constructs.

The data collected from the respondents through questionnaires were analysed using various statistical techniques. The relationships between emotional intelligence, organisational commitment (affective, continuance, and normative), and job satisfaction using Partial Least Square—Structural Equation Modelling (PLS-SEM) were simultaneously examined.

Moderation Analysis

In the context of PLS-SEM, the researcher sought to examine the mechanism with which an independent variable (ER, MR, IM, IS, or SA) influences a dependent variable (JS) by passing through one or more intermediate variables, known as moderator (AC, CC, NC). Moderation analysis allowed the researcher to explore the indirect effects of variables and examine the moderating pathways that explain the relationships between constructs.

Table 2 displays the indirect pathways through which the independent variable influences the dependent variable via the moderator variables. By examining these indirect effects, the researcher gained an understanding of the moderating mechanisms that explain how the independent variable (ER, MR, IM, IS, or SA) influences the dependent variable (JS) through moderating variables (AC, CC, NC).

Findings in Table 2 show that the values along the diagonal (ER, MR, IS, IM, SA, AC, CC, NC, JS) represent the total indirect effects of each variable on itself, which are all 0.000 as expected, in other words, a variable cannot have an indirect effect on itself. The non-diagonal values represent the total indirect effects from the row variable to the column variable.

Table 2: Total Indirect Effects

| | ER | MR | IS | IM | SA | AC | CC | NC | JS |
|----|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| ER | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.033 |
| MR | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.092 |
| IS | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.142 |
| IM | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | -0.010 |
| SA | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.008 |
| AC | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| CC | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| NC | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| JS | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |

Source: R software

For example, 0.033 in the cell corresponding to ER and JS shows a total indirect effect 0.033 from ER to JS through one or more moderator variables. This means organisational commitment (normative, continuance) moderates the relationship between empathetic response and job satisfaction. This aligns with findings in a study by Victor and Okolai (2021), who reported a substantial impact of empathy on employee normative commitment. Positive interaction and cooperation within the workforce are the foundation for comprehending an individual's emotional state. Consequently, gaining insight into an employee's perspective towards their organisation becomes imperative for explaining co-workers' actions.

Similarly, the value of 0.092 in the cell corresponding to MR and JS suggests a total indirect effect of 0.092 from MR to JS through the moderators. This signifies that mood regulation influences job satisfaction by moderating organisational commitment (affective, continuance and normative). The results are consistent with the findings in a study by Johar (2021), who demonstrated that the regulation and administration of emotions significantly influence both affective and normative commitment. The same indication applies to the value corresponding to SA and JS (0.008). This signifies that job satisfaction is influenced by self-awareness through the moderating role of organisational commitment (continuance and affective). The findings align with a study by Akram and Asam (2021), who demonstrated that emotional intelligence directly and significantly impacts continuance and affective commitment. The negative value of -0.010 in the cell corresponding to IM and JS implies a total indirect effect of -0.010 from IM to JS through the moderators, indicating a negative relationship between variables. This also suggests that internal motivation strongly influences job satisfaction without the moderating role of organisational commitment. Additionally, the satisfaction of employees at the workplace improves, corresponding to the level of internal motivation.

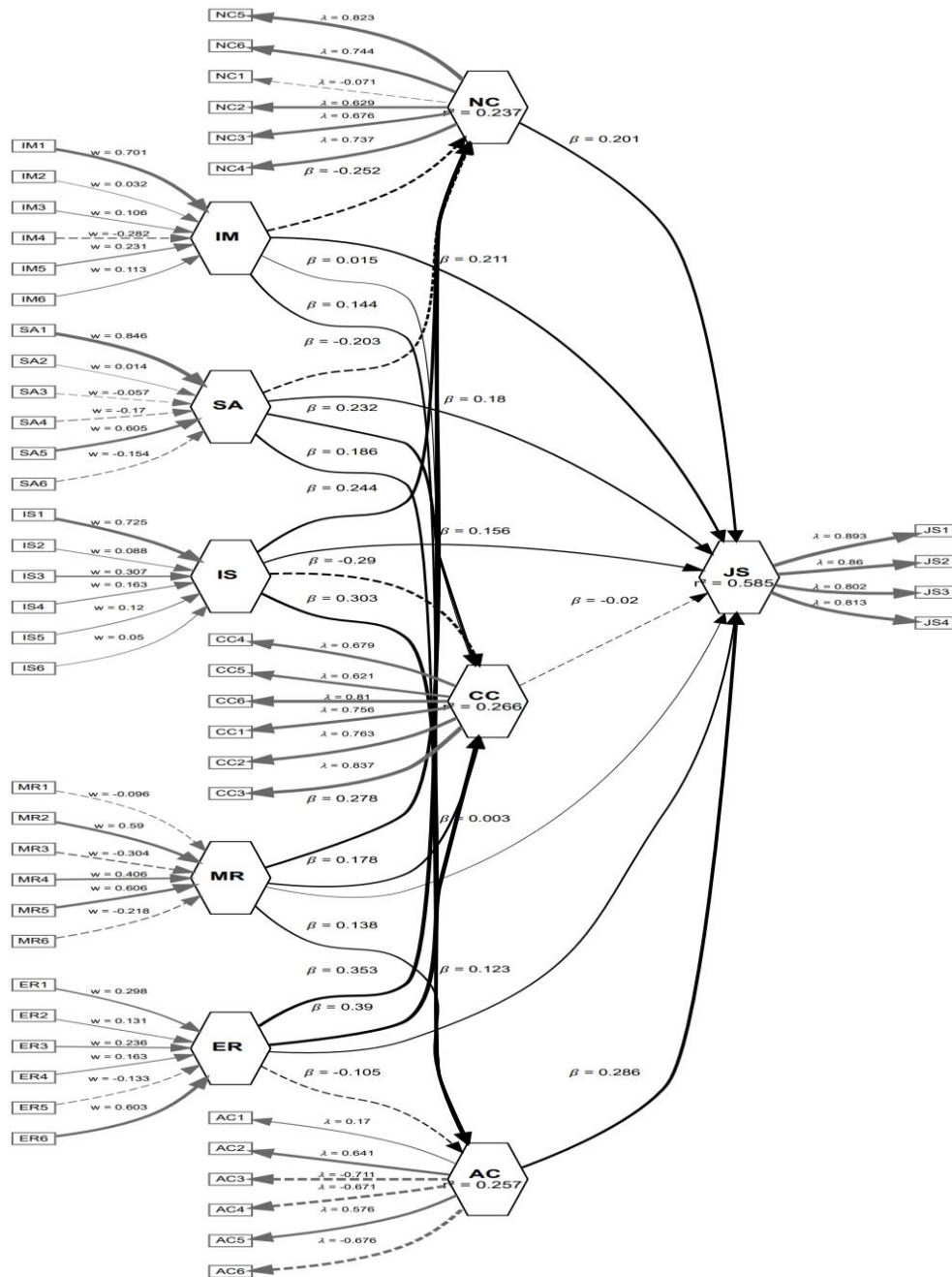
Figure 1, the PLS-SEM Path Diagram for moderating analysis, visually represents the relationships among the structural model's independent, moderator, and dependent variables.

Lambda (λ) values represent the relationship between the latent moderating variables and their observed moderating indicators. Higher loadings indicate a stronger relationship between the variable and the indicators. Loadings close to 1 suggest that the observed indicators are good representations of the latent moderating variable represented by *bolded arrows*. However, lower loadings denoted by *non-bolded arrows* represent a weak relationship between the manifest moderating variable and formative moderating indicator. Moreover, *dashed arrows* signify no relationship (i.e. no significance) between a latent moderating variable and the observed moderating indicator.

Beta (β) values are path coefficients representing the strength and direction of the relationships between the latent variables in the structural model. Positive path coefficients indicate a positive relationship, while negative path coefficients indicate a negative relationship. The magnitude of the path coefficient indicates the robustness of the relationship between the dependent moderating and independent variables. *Bolded arrows* indicate a robust positive relationship between variables; often, *non-bolded arrows* indicate a positive but weak (not robust) relationship between variables. Meanwhile, *dashed arrows* represent a negative relationship between variables.

The omega (ω) value represents the variances explained, indicating how much variance in an endogenous latent variable is accounted for by the exogenous latent variables in the model. *Bolded arrows* signify higher variance explained, showing that the observed indicator substantially impacts explaining the variance in a latent variable. *Non-bolded arrows* indicate a weaker impact of the indicator on the latent construct. The presence of *dashed arrows* in the PLS-SEM path diagram suggests that the corresponding indicator has no direct impact on forming its latent construct, implying an indirect or moderated relationship between variables.

Figure 1 PLS_SEM path diagram



Source: Data, 2024

Findings in Figure 1 indicate that IM1 (with $\omega = 0.701$), which is likely considered as a formative construct, has a more significant impact on explaining the dependent variable by 70.1 per cent in shaping the IM; this indicates IM1 has relative importance or contribution to the overall construction of the latent variable IM. Whereas, IM2 (with $\omega = 0.002$), IM3 (with $\omega = 0.106$),

IM5 (with $\omega = 0.221$) and IM6 (with $\omega = 0.113$) have less significant contribution in collectively formatting and explaining the latent variable "IM". Moreover, IM4 (with $\omega = -0.282$) signifies that it is not a relatively important indicator as it has an indirect relationship with the latent construct (IM). The same sense and interpretation apply to other independent variables, such as indicators SA, IS, MR and ER with their respective formative constructs.

Thus, the findings in Figure 1 reveal that in AC construct as a moderating variable, indicators AC2 (with $\lambda = 0.641$) and AC5 (with $\lambda = 0.571$) have a stronger but positive relationship with latent moderating variable AC. However, indicator "AC1 (with $\lambda = 0.17$) has a weak positive relationship with a latent intervening variable A108C. Conversely, indicators AC3 (with $\lambda = -0.711$), AC4 (with $\lambda = -0.671$) and AC6 (with $\lambda = -0.676$) have robust but negative relationships with latent moderating variable AC. Thus, $AC=0.257$ (a value in hexagon) implies that the moderating variable "AC" is only associated with observed independent variables by 25.7 per cent. The relationship between the remaining latent moderating variables (CC and NC) and their respective indicators can be interpreted similarly and straightforwardly.

Overall findings in Figure 1 via path coefficients though show that variable "IM" has a negative relationship with "NC" ($\beta = -0.252$), a strong positive relationship with "JS" ($\beta = 0.211$) and "AC" ($\beta = 0.144$), and a weak positive relationship with "CC" ($\beta = 0.015$). Variable "SA" has a negative relationship with "NC" ($\beta = -0.203$) and a positive but intense relationship with "JS" ($\beta = 0.18$), "CC" ($\beta = 0.232$), and "AC" ($\beta = 0.186$). The variable "IS" has a strong positive relationship with "NC" ($\beta = 0.244$), "JS" ($\beta = 0.156$) and "AC" ($\beta = 0.303$) on the whole, but it has a negative relationship with "CC" ($\beta = -0.29$). Variable "MR" has a robust positive relationship with "NC" ($\beta = 0.278$), "CC" ($\beta = 0.178$) and "AC" ($\beta = 0.138$) but a positive and weak relationship with "JS" ($\beta = 0.003$). Also, variable "ER" has a positive but robust relationship with "NC" ($\beta = 0.353$), "CC" ($\beta = 0.39$), and "JS" ($\beta = 0.123$) but a negative relationship with "AC" ($\beta = -0.105$). This could collectively influence the observed indicators of the dependent variable, that is, "JS" ($\lambda = 0.893$), "JS2" ($\lambda = 0.66$), "JS3" ($\lambda = 0.802$) and "JS4" ($\lambda = 0.813$) to have significantly relative importance and higher contribution to their formative construct "JS" with value 0.585.

5.0 Discussion

The study examined the influence of emotional intelligence on job satisfaction, with organisational commitment as a moderating variable. Specifically, the influence of interpersonal skills, self-awareness, empathetic response, mood regulation and internal motivation on job satisfaction with a moderating role of organisational commitment. The discussion is based on the presented findings generated through Structural Equation Modelling (PLS-SEM).

5.1 Interpersonal Skills and Job Satisfaction

The findings show that interpersonal skills have a strong positive impact (direct effect) on "NC" ($\beta=0.244$), "JS" ($\beta=0.156$) and "AC" ($\beta=0.303$) generally, but a negative impact (indirect effect) on "CC" ($\beta=-0.29$). This implies that as interpersonal skills increase, there is a corresponding increase in normative commitment, *ceteris paribus*. This is consistent with a study by Farooqi *et al.* (2020), who indicated that interpersonal communication measures such as assertiveness and responsiveness could predict organisational commitment, including affective and normative commitment. Interpersonal communication might have a significant impact on the development of organisational commitment. Hence, it is crucial to enhance and improve the interpersonal communication skills of nurses in Pakistan. Devendra (2016) found that interpersonal skills can predict the level of organisational commitment. Managers in any organisation must enhance their listening abilities, as this improvement boosts employees' commitment and positively influences their satisfaction and performance.

A strong positive impact (direct effect) exists between interpersonal skills and job satisfaction. This finding concurs with a study by Poljašević *et al.* (2021), who reported that job satisfaction is significantly influenced by interpersonal relationships, encompassing communication dynamics and the prevailing work climate. The findings reveal a strong positive impact (direct effect) between interpersonal skills on affective commitment. As interpersonal skills improve, individuals tend to develop a stronger emotional attachment and commitment to the organisation. The study finding is consistent with findings by Foks (2015), who reported that the significance of a working relationship with the manager was notable in influencing employees' affective and normative commitment.

In contrast, the working relationship with colleagues only played a significant role in employees' normative commitment. Elsewhere, Rahim *et al.* (2020) revealed that interpersonal skills are an

essential attribute that managers must possess. These skills are vital in fostering harmonious interactions among organisation members and facilitating the achievement of planned goals.

Moreover, they serve as a critical indicator for enhancing managerial performance. In another study, Hassan and Yongai (2008) indicated that employees demonstrate moderate affective, continuance, and normative commitments. The correlation analysis reveals noteworthy associations between leadership communication practices and organisational commitment. Interpersonal skills have demonstrated a negative impact (indirect effect) on continuance commitment. This implies that as employees exhibit a high level of interpersonal skills, there is a corresponding decrease in continuance commitment. This implies that individuals with strong interpersonal skills may be less inclined to stay with the organisation based on perceived costs or investments.

5.2 Empathetic Response and Job Satisfaction

The findings show that variable empathetic response has a positive but robust impact (direct effects) on "NC" ($\beta = 0.353$), "CC" ($\beta = 0.39$), and "JS" ($\beta = 0.123$), but it hurts "AC" ($\beta = -0.105$). This implies that as empathetic response increases, there is a significant and strong increase in normative commitment. This suggests that individuals with a higher level of empathetic response tend to have a stronger commitment to the organisation based on shared values and social norms.

The findings are consistent with those in a study by Victor and Okolai (2021), who highlighted a substantial impact of empathy on employee normative commitment. A positive interaction and cooperation within the workforce is the foundation for comprehending an individual's emotional state. Consequently, gaining insight into an employee's perspective on their organisation becomes imperative for explaining co-workers' actions. There is a positive impact (direct effect) of empathetic response on continuance commitment. As individuals' empathetic response improves, there is a corresponding increase in their continuance commitment. This implies that a heightened empathetic response may contribute to a stronger inclination to continue commitment to the organisation based on practical considerations. In another study, Victor and Okolai (2021b) indicated a positive association between empathy and the continuance commitment of employees. Superiors' engagement with subordinates in a positive manner that considers workers' intentions and emotions fosters a stronger sense of commitment.

The study indicates a direct effect of empathetic response on job satisfaction. The positive correlation implies that job satisfaction increases as empathetic responses increase. This is consistent with what is reported in other studies (i.e., Negoro & Wibowo, 2021; Iyeke, 2020b; Jocson, 2022; Kock *et al.*, 2019). However, the strength of this impact is relatively weak. This suggests that while empathetic response may positively impact job satisfaction, its influence is less pronounced than in other dimensions. There is a negative impact (indirect effect) of empathetic response on affective commitment. As empathetic response increases, there is a decrease in affective commitment. This implies that individuals with a higher level of empathetic response may feel a slightly weaker emotional attachment and commitment to the organisation.

5.3 Mood regulation and Job satisfaction

The findings show that a variable mood regulation has a robust positive impact (direct effects) on “NC” ($\beta = 0.278$), “CC” ($\beta = 0.178$), and “AC” ($\beta = 0.138$), though it has a positive but weak impact (direct effect) on “JS” ($\beta = 0.003$). This implies that as mood regulation improves, there is a significant increase in normative commitment. The findings are consistent with a study by Johar (2021) who demonstrated that the regulation and administration of emotions significantly influence both affective and normative commitment. Similarly, Kappes *et al.* (2011) indicated that sad mood helps individuals regulate themselves by encouraging them to set personal goals that consider their expectations of success, leading them to pursue these objectives proactively.

Mood regulation has a positive impact (direct effect) on continuance commitment. As individuals' mood regulation abilities improve, there is a corresponding increase in their continuance commitment. This implies that effective mood regulation may contribute to a stronger inclination to continue their commitment to the organisation based on practical considerations. This aligns with the findings by Mohapatra *et al.* (2019b), who reported that managers are anticipated to recognise the significance of emotions and the effective handling of emotions to guarantee the intended influence on organisational commitment. Ates and Buluc (2015) indicated that mood regulation emerges as the most reliable indicator of emotional intelligence, while intrinsic motivation is the paramount overall motivation indicator. The research outcomes reveal that primary school teachers exhibit a commendable standard of emotional intelligence, motivation, and organisational commitment. Moreover, the investigation establishes a noteworthy positive

direct effect of the emotional intelligence levels of teachers on their motivation, as well as the positive influence of emotional intelligence on organisational commitment.

The study indicates a positive impact (direct effect) of mood regulation on affective commitment. As mood regulation skills improve, individuals tend to have a slightly stronger emotional attachment and commitment to the organisation. As Lo *et al.* (2024) indicated, proficient regulation of emotions is identified as a pivotal element influencing both occupational engagement and the quality of service delivery. Mood regulation has a positive but weak impact (direct effect) on job satisfaction. This implies that the impact of mood regulation on job satisfaction is minimal. The findings align with a study by Kassim *et al.* (2016b), who contended that a correlation exists between the regulation of emotions and job satisfaction. This suggests that lecturers' capacity to manage psychological stress efficiently is linked to their satisfaction with their job. Improving emotion regulation is associated with higher levels of job satisfaction.

5.4 Self-awareness and Job satisfaction

The findings show that self-awareness has a negative impact (indirect effect) on “NC” ($\beta = -0.203$) and positive but strong impacts (direct effects) on “JS” ($\beta = 0.18$), “CC” ($\beta = 0.232$), and “AC” ($\beta = 0.186$). The negative impact (indirect effect) of self-awareness on normative impact implies that when employees become aware of their feelings, their obligations to the organisation continue to decline. Self-awareness has a strong impact (direct effects) on job satisfaction. This suggests that increased job satisfaction depends much on the employee's awareness of their emotions. This is consistent with findings in a study by Sen (2019), who reported that emotional self-awareness has a moderately positive relationship with job satisfaction. Employees aware of their negative emotions tend to avoid making impulsive decisions, which helps them manage those emotions and maintain a positive perspective toward the organisation. Self-awareness has a strong impact (direct effect) on continuance commitment. This signifies that employees feel to remain in the organisation as self-awareness increases due to the perceived cost. Elsewhere, Akram and Asam (2021) demonstrated that emotional intelligence directly and significantly impacts continuance commitment. This suggests that emotionally intelligent employees are inclined to remain with an organisation because they recognise the value of the relationships they have built and are aware of the potential costs associated with leaving. As Martins *et al.* (2022) suggest, understanding one's emotions positively influences all three

dimensions of organisational commitment (affective, normative, and continuance). Therefore, a higher degree of self-emotion awareness, which involves the ability to interpret and manage one's feelings, fosters the intentional development of connections that enhance organisational commitment.

Self-awareness has a strong impact (direct effect) on affective commitment. This signifies that as the level of self-awareness increases, employee's attachment to the organisational goals also increases. This finding aligns with a study by Akram and Asim (2021b), who reported that emotional intelligence has a direct and significant impact on the affective commitment of medical employees. This finding suggests that individuals with higher emotional intelligence are more likely to form strong connections with and become deeply engaged in their organisation. As Letam (2017) observed, a significant and highly positive relationship exists between self-awareness and affective commitment. This means that employees who better understand their emotions are more likely to stay committed to their jobs and experience higher organisational satisfaction. As Matheri (2018) emphasised, higher levels of self-awareness are associated with increased employee commitment to their organisation.

5.5 Internal Motivation and Job Satisfaction

The findings show that variable Internal Motivation has a negative impact (indirect effect) on “NC” ($\beta = -0.252$), a strong positive impact (direct effect) on “JS” ($\beta = 0.211$) and “AC” ($\beta = 0.144$), and a weak positive impact (direct effect) on “CC” ($\beta = 0.015$). This implies that the higher the level of internal motivation, the lower the level of normative commitment. In other words, more internally motivated employees do not feel obligated to the organisation. Consequently, they may not be productive enough in achieving organisational goals. The findings align with the findings in a study by Tsegaye (2017), who reported that normative organisational commitment has an inverse relationship with Intrinsic motivation and is insignificant. Extrinsic motivation has a positive effect on normative organisational commitment. The findings reveal a strong (direct effect) internal motivation on job satisfaction. This implies that job satisfaction increases correspondingly with an increase in internal motivation. The findings are consistent with a study by Raza *et al.* (2018), who indicated that internal motivation (job security, achievement, responsibility and wolf) has a significant relationship with job satisfaction. To fulfil intrinsic needs, there should be an excellent job structure that effectively the competitiveness, autonomy and social

association. As observed by Singh (2021), intrinsic motivation plays a significant role in increasing job satisfaction. It was further discovered that despite the participants being intrinsically motivated at their jobs, the majority exhibited moderate job satisfaction. The findings show that internal motivation has a strong impact (direct effect) on affective commitment. This signifies that employees' attachment to the organisation increases correspondingly with increased internal motivation. This is highly consistent with the findings in a study by Huang (2015), who reported that intrinsic motivation strongly influences affective commitment.

In other words, when an employee is intrinsically motivated, he/she is likelier to feel belonging to the organisation. The results further demonstrated that internal motivation has a weak positive significant impact on continuance commitment. This implies that internal motivation does not have a massive impact on an employee's level of consciousness, whether to remain or to leave the organisation. This finding agrees with a study by Huang (2015b), who indicated that the relationship between internal motivation and continuance commitment varies between countries. Intrinsic motivation correlates positively with continuance commitment among employees in the United States. However, this association is not observed in China, where employees who enjoy their work are likely to exhibit strong organisational commitment. Conversely, in China, the potential loss of job enjoyment only significantly influences employees' decisions to remain with or leave an organisation.

6.0 Conclusion and Policy Implications

The study examined the influence of emotional intelligence on job satisfaction, with organisational commitment as a moderating variable. The findings showed that the dimensions of organisational commitment (i.e. affective, normative and continuance) impact emotional intelligence (i.e. self-awareness, empathetic response, internal motivation, mood regulation and interpersonal skills), eventually resulting in job satisfaction. Therefore, training programmes on emotional intelligence should be provided to enhance job satisfaction and organisational commitment. The organisation's sustainability depends on the level of treatment given to the employees.

As for performance management on emotional intelligence, the organisation should prioritise assessing employees' levels of emotional intelligence. This can be performed using a modern approach (e.g., 360-degree feedback, self-assessment) or a traditional approach (e.g., a graphic rating scale, a straight ranking method, or a forced distribution method). Feedback on emotional

intelligence should be a critical aspect of communication, which supervisors and employees should consider in identifying areas for improvement. Additionally, there should be positive reinforcement, such as providing suitable rewards to employees with high emotional intelligence.

Gaining a competitive advantage requires the right person for the job position. This is in tandem with the Resource-Based Theory developed by Barney (1990s), which states that the firm's unique resources and capabilities, rarity, value, inimitable, and non-substitutable are the fundamental sources of organisational success and competitive advantage. Hence, organisations should include emotional intelligence as one of the competencies in the recruitment and selection process, which is meant to obtain suitable candidates who can effectively interact and collaborate with co-workers and deliver quality service.

7.0 Limitations of the Study and Areas for Further Studies

Despite the valuable theoretical and practical insights, the research is limited in some aspects, which builds the foundations for future research in a similar study area. The study was limited to a quantitative approach, a small sample size of 148 employees, Local Government Authorities, Goleman's and Baron's models of emotional intelligence, and organisational commitment as a moderating variable. Future researchers may consider employing qualitative or a mixed-methods approach to broaden the understanding. Other Local Government Authorities or the private sector can be cross-checked for comparative analysis. The selection of other models, such as the ability model of emotional intelligence and expanding the sample size with the survey research design will add more value to the study. Finally, it is essential to consider other intervening variables, such as perceived organisational support, to understand the issue of emotional intelligence on job satisfaction fully.

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